HOPA EXECUTIVE SUMMARY:
Resources to Address Wellness and Burnout in Hematology/Oncology Pharmacy

Purpose
At HOPA, we recognize the need to take action on wellness. Based on feedback from the HOPA membership at the Town Hall centered on wellness in January 2023, the HOPA Wellness Advisory Group developed an executive summary including the most pertinent resources for HOPA members to provide to management within institutions.

Background
Burnout is an occupational-related syndrome characterized by exhaustion, cynicism and depersonalization, and low sense of accomplishment. 
- Detrimental effects of burnout include decreased quality of care and patient safety, as well as increased provider/patient dissatisfaction.\(^1\)\(^6\)
- Estimated burnout-associated costs of approximately $4.6 billion annually are attributed to physician burnout, related to both turnover and reduced clinical hours, in the United States.\(^4\)

An Oncology Pharmacy Workforce Survey in 2021 showed the need to advocate, recognize and support pharmacists from an institutional and organizational level to engage and retain the workforce.\(^7\)

2021 National Survey of Hematology/Oncology Pharmacists\(^6*,\)

- High Burnout Prevalence
  - 61.8% of pharmacists reported high burnout.
  - 20% of respondents reported making a major medication error in the past 3 months.

Risk Factors for Burnout
- Increasing Age
- More Hours Worked
- Increasing Admin Hours Worked
- Combined with lack of knowledge about Wellness Programs

HOPA released a Wellness and Burnout statement in 2022 to acknowledge the critical need to mitigate risk factors of burnout and created the Wellness and Burnout Task Force to support hematology/oncology pharmacy well-being.

The HOPA Wellness Advisory Group (formerly the Task Force) actively collaborates with other HOPA Committees and Advisory Groups, as well as several pharmacy organizations to support and develop well-being initiatives.

Resources

For Organizations\(^8\)\(^-\)\(^12\)
- Development and implementation of pharmacy department and pharmacy resident well-being programs
- The Business Case for Investing in Physician Well-being
- Organizational Strategies to Promote Engagement and Reduce Burnout
- A Systems Approach to Professional Well-Being
- 2019 National Consensus Conference Recommendations for Pharmacist Workforce Well-Being and Resilience
- National Academy of Medicine - Organizational Strategies for Clinician Well-Being

For Pharmacists
- HOPA - Well-Being at HOPA
- ASCO - Recognizing Burnout & Promoting Well-Being
- APhA - Well-Being Resilience Report
- ASHP - Well-Being Resources
- AMA - How to Address Physician Burnout and Well-Being
- ACP - Individual Physician Wellness and Burnout Tools
- NAM - Clinician Well-Being Knowledge Hub

\(* 614 pharmacists submitted at least one answer to a 58-question survey composed of the 22-item Maslach Burnout Inventory (MBI) Human Services Survey, the 9-item Well-Being Index (WBI), and 27 questions exploring a variety of personal and professional factors to measure burnout and career satisfaction.\)
Actionable Next Steps

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<th>STRATEGY</th>
<th>EXAMPLES</th>
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<td>Acknowledge and assess the problem</td>
<td>• Use town halls, radio broadcasts, letters, interviews, and face-to-face meetings to have open/candid dialogue</td>
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<td>• Assess well-being routinely – results should be used by leadership as a key measure of organizational performance</td>
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<td>Harness the power of leadership</td>
<td>• Select and develop leaders who listen and engage</td>
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<td>• Utilize individuals to assess the performance of their leaders</td>
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<td>• Identify motivators for meaningful work</td>
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<td>Develop/implement targeted work unit interventions</td>
<td>• Conduct focus groups based on high opportunity units using external benchmarks</td>
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<td>Cultivate community at work</td>
<td>• Dedicate space or time for colleagues to connect</td>
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<td>Use rewards and incentives wisely</td>
<td>• Balance compensation methods (productivity, flexibility, protected time) to facilitate long-term sustainability</td>
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<td>Align values and strengthen culture</td>
<td>• Survey staff periodically to determine whether actions and values are aligned</td>
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<td>• Communicate guiding principles to establish a common goal</td>
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<td>Promote flexibility and work-life integration</td>
<td>• Adjust/tailor work professional work effort where possible</td>
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<td>Provide resources to promote resilience and self-care</td>
<td>• Offer individual strategies that align as part of a broader strategy on an organizational level</td>
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<td>Facilitate and fund organizational science</td>
<td>• Develop analytics and research studies to provide evidence/support for interventions</td>
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Summary

Well-being initiatives beyond individual needs are necessary for a sustainable workforce and to combat the high prevalence of burnout among hematology/oncology pharmacists. It is critical that institutions understand the negative impact of burnout on patient care and support the implementation of well-being initiatives to address burnout in the hematology/oncology pharmacy workforce.

References